



DISCOVERY

Junior staff motivation and job satisfaction in Cross River University of Technology (CRUTECH), Calabar, Cross River State, Nigeria

Okey, Stella-Maris

Faculty of Education, Cross River University of Technology, Calabar, Cross River State, Email: vikd4@yahoo.com

Article History

Received: 13 April 2019

Accepted: 17 May 2019

Published: 1 June 2019

Citation

Okey, Stella-Maris. Junior staff motivation and job satisfaction in Cross River University of Technology (CRUTECH), Calabar, Cross River State, Nigeria. *Discovery*, 2019, 55(282), 265-270

Publication License



© The Author(s) 2019. Open Access. This article is licensed under a [Creative Commons Attribution License 4.0 \(CC BY 4.0\)](#).

General Note

 Article is recommended to print as color digital version in recycled paper.

ABSTRACT

This study was aimed at ascertaining staff motivation and job performance among junior staff of Cross River University of Technology (CRUTECH), in Cross River State. Two research questions were posed which were later transformed into two research hypotheses, formulated to guide this study. A Staff Motivation and Job Satisfaction Questionnaire (SMJSQ) was constructed and used for data collection. This instrument, with twenty (20) items, was administered to one hundred and sixty one (161) junior staff from the three campuses that make up the university, that is, Calabar campus (105), Obubra (26) and Ogoja (30) using the stratified random sampling technique. The Pearson Product Moment Correlation Analysis was used to test the hypotheses. However, from the result of findings, it was realized that staff welfare and staff training are significantly related to job performance. Based on these findings, useful recommendations were made.

1. INTRODUCTION

The relevance of staff motivation and job satisfaction cannot be overemphasized. Employees are resources that should be effectively managed if organizations are to make progress. With the absence of good human resources, even the best designed organization that is guided by well-made plans and all necessary equipment, cannot realize its performance potential.

Job satisfaction is a complex phenomenon because it is related to various casual factors like personal, social, cultural, environmental and financial. The nature of the job is an important factor in deciding the level of job satisfaction of employees. More important is the long term prospect of employment in the organization that which creates a sense of involvement and commitment to the job among employees. Job satisfaction of the employee is influenced by several factors like promotion, salary, participatory decision making, training and staff welfare (Weiss, 2006).

This study investigates the level of motivation and job satisfaction among the Junior Staff of Cross River University of Technology (CRUTECH). The study focuses on junior staff because the researcher realized that junior staff is part of the organizational manpower resources that is often neglected, and undermined. Their efforts are not being acknowledged even though they contribute meaningfully to the realization of organizational goal. For this study junior staffs are those from grade level 01 – 06. Trying to understand the appraisal of one's job or job experience, an appraisal that must have taken into account is the work content and context - a combination of psychological, physiological and environmental conditions.

Therefore, this paper examines the degree of staff motivation as well as the level of job satisfaction. This becomes so imperative, because staffs that are not well motivated may not be well satisfied with the task before him. Consequently, the level of job performance may be low.

2. LITERATURE REVIEW

Staff Welfare and Job Satisfaction

The role of staff welfare as a form of motivation in any organization is so central to the employee's job satisfaction. Kumar (2000:76), on the benefits of employee welfare activities, stressed on why employee welfare should not be neglected, in particular during tough times. To him, tough times don't last, but enduring the same seems almost endless in the process. He added that, it is the responsibility of the management to ensure that employee welfare initiatives should not be put on the back burner in the name of cutting costs. Being prudent in spending is the key here, with constant communication to ward off adverse rumour and protect employee sentiments. It is not an easy task however, to look beyond the profit margins and focus on employee wellbeing in times of shrinking bottom line, but then, that is perhaps the need of the times. There are many organizations however who considered employee welfare as a hygiene issue. Staff welfare is what brings about employee satisfaction and enhanced productivity at the long run. Profitability of an organization is directing proportional to productivity of its employees. Therefore, an organization's attempt should be creating a motivating environment that promotes job satisfaction thereby developing employees who are motivated, productive and fulfilled. He clarified that cost cutting measures do not simply imply employee welfare compromise. It does not mean reducing the facilities provided to employees but eliminating all inefficient and unproductive activities in the organization to reduce wastage, increase productivity and reduce turnaround time in all operations of the organization which automatically results in cost saving.

He further asserted that "making an effort to earn employee goodwill should never be driven by the current economic scenario; it has to be an on-going effort. An organization is made up of its people, and not the other way round".

Employee friendly human resource policies are central to enhanced job satisfaction and productivity. It is also important to maintain a synergy between the employer and the employee. A contented employee is the key to the organization's success and in tough times, organizations should pay extra attention in facilitating quality work environment.

Acknowledging that it would be too impractical to mention that an organization should simply focus on employee welfare even if the profit margins are dipping, Kumar (2000:76) stated that during tough times, it becomes important for both the employer as well as the employee to put in their best efforts to sail through the tough tides. "The organization needs to adopt a balanced approach in such a situation, cutting down on all the benefits is also dangerous and taking no action is also equally dangerous from the sustainability point of view" added Kumar.

Even in case, an organization is forced to take cost cutting measures, it should be taken in a manner that direct impact on employees. Welfare is kept to a minimum, as during tough times. It becomes all the more vital to keep sentiments of employee high and nothing should hurt their morale.

In a research carried out by Verma (2000), the significance of staff welfare was examined. Their work aimed at exploring the extent to which employee welfare impacts on customer services in Australia. Data were collected from a number of operational staff of the Mount Kosciusko Ski fields in Australia. The staffs were selected at random and comprised both permanent local staff and

seasonal staff, and completed a self-administered questionnaire. The results highlight the challenging living conditions of many seasonal workers on whom the industry depends and at the organizational level this research demonstrates a need for effective management skills and employment strategies that reflect the needs of seasonal staff. As was shown, there is a relationship between staff satisfaction customer's satisfaction and staff welfare. They researcher also identified some practical implications of their study. The study clearly indicates an area of human resource management which needs to be considered. When a region relies heavily on seasonal staff their welfare should be of prime consideration because disgruntled staff translates directly into disgruntled customers.

We stand on a threshold of a new era in which attention and interest are beginning to shift from things that are worked with, to the worker, from the machinery of industry, to the man who made, owns or operates it. According to him, in the early 1900s labour unions, social reformers, journalists and photographers brought to conditions experienced by industrial workers. In the ensuing economic climate of the late 1920s and 1930s, many executives came to believe that the foundation of business and of a democratic society itself rested in part in affirming the role of the worker. To inspire company loyalty, discourage high employee turnover and unionization and present a good face to the public to the public, corporate managers began to focus on the wellbeing of the employee through the practice of welfare capitalism. In addition to pension, sick pay, disability benefits and stock purchase plans, western electric workers could participate in a range of recreational and educational programmes from running meets, tennis games, and baseball leagues to lunchtime concerts, beauty pageants and evening classes. The company's accident prevention programmes included the introduction of safety shoes, eye goggles, and guards for heavy machinery. To better understand worker productivity and job satisfaction, western Electric became increasingly interested in studies from social, behavioural and medical sciences (Ndum, 2016).

From the above, there is an increasing need for the workers welfare to be taken seriously in order to ensure job satisfaction. It is obvious that the welfare of workers is very central to the development of every organization. If the junior staff of Cross River University of Technology experience good welfare attention, they will be satisfied with their jobs.

Staff training and job satisfaction

Training involves an expert working with learners to transfer to them certain areas of knowledge or skills to improve in their current jobs.

Lazear, (2002) indicated that training can be initiated for a variety of reasons for an employee or group of employees. Some of these reasons are:

- When a performance/job satisfaction appraisal indicates performance improvement is needed.
- To "benchmark" the status of improvement so far in a performance effort.
- As part of succession planning to a planned change in role in the organization.
- To "pilot" or test the operation of a new performance management system.
- To train about a specific topic.

Employees training remain a significant and beneficial activity to the employee and the organization. It is beneficial in the following reasons, increased job satisfaction and morale among employees; increased employee motivation, increased efficiencies in processes, resulting in financial gain, increased capacity to adopt new technologies and methods, increased innovation in strategies and products, reduced employees turnover e.g. conducting ethics training, risk management training about sexual harassment, diversity training etc (McNamara, 1997:231).

Chiang (2005:139) carried out a research to investigate the expectations and perceptions of training quality between hotel managers and employees and to suggest implications for improving training quality and increasing training satisfaction, job satisfaction and intention to stay among employees in the hotel industry. The conceptual model of this study was developed based on SERQUAL and service – profit chain model. T-test showed that employees perceived low training quality needed improvement. Results of regression analysis showed that training was positively related to training satisfaction and job satisfaction. Job satisfaction led positively to intention to stay. This study suggests more understanding of the importance of training and the need to pay more attention to staff training, in order to get job satisfaction.

According to Weiss (2006:79), employees should be trained for quality control management has to apply training in the organization alongside other motivational incentives to ensure proper job satisfaction of staff. Statistical process control (SPC) is concerned with the need for continual improvement. The technique of using statistical data on which to base decisions is fundamental part of ongoing improvement. It starts with the premise that company-wide productivity levels, good enough in the past, will not be good enough tomorrow. In that respect, SPC is a tool plants used to develop ways to implement efforts and the measure their results. Manager/employee involvement and cooperation are the keys.

While the technical aspects of quality control and of SPC specifically have been well developed and perfected, training of employees is inadequate. In many companies, the engineers who set up processes and the employees who run them need to receive more training in the concepts and techniques. The organization's primary responsibility to employee is to furnish the right tools for the job and an environment conducive to doing the job right every time.

Staff training cannot be left to chance or to another employee who may be doing the job but is not trained to instruct a new hire. Too often organizations do not have the in-house resources to provide the required training.

McNamara, (2005) in his study to examine employees' training, job satisfaction and effects on restaurant internal brand image, a total of 330 questionnaires were distributed to front of the house employees who were working in five different casual dining chain restaurants and a total of 147 people responded. The study investigated employee attitudes towards the restaurant brand image employees' perceptions of their job and satisfaction and employee training and demographic characteristics. To test nine hypotheses, regression analysis was utilized. The result showed that employee job satisfaction, overall attitude on the value of employees training and working conditions were significant contributors for building positive brand image for employees in casual dining restaurants. This work however reveals that employee needs training in order to improve their level of job satisfaction.

Oche (1980:40) investigated into the perception of teachers on in-service training. He used 272 teachers in Lagos state training colleges. The data collected through questionnaire and schedule tape recorded interview and from 24 teachers who were orally interviewed were computed using statistical package for the sciences (SPSS), the significance was determined by using percentage tabulations and chi-square (χ^2) statistical test analysis. The result obtained indicated that in-service programme helps to update the knowledge of the trainee, as well as providing skills for improvement in their job.

Statement of the problem

Human Resource remains an integral part of any organization, but most importantly, staff would hardly perform their functions effectively under very poor working condition. It is therefore the challenge of this study to look into the nature of staff motivation and job performance.

It is difficult and tasking to imagine whether or not the Junior staff of Cross River University of Technology are well taken care of by the management of the University and government, but, the periodic incessant strike actions, peaceful demonstrations, agitations by individuals and unions, non-concession to consensus agreements with the government and lot more are all reflections and expressions of gross dissatisfaction by the junior staff. It indicates that they are not happy with themselves in their place of work. They are not satisfied and are easily aggrieved because they are not even able to meet their basic needs.

Based on the above, this study is geared towards getting to the depth of this Luke warmness, indifference and disillusionment in the attitude of junior staff. Could this dissatisfaction emanate from poor welfare, denial from training or absence of training programmes? This study shall delve into these salient issues and more, affecting the junior staff of Cross River University of Technology (CRUTECH).

3. PURPOSE OF THE STUDY

The general objective of this study was to determine the influence of motivation on job satisfaction among the junior staff of Cross River University of Technology (CRUTECH). Specifically, this study attempted to:

- i. Investigate the extent to which staff welfare affects job satisfaction.
- ii. Examine the influence of training on job satisfaction among junior staff of Cross River University of Technology

Research questions

- i. To what extent does staff welfare influence job satisfaction?
- ii. To what extent does training of staff influence job satisfaction?

Statement of hypotheses

The following hypotheses were formulated to guide our study:

- i. There is no significant relationship between staff welfare and job satisfaction
- ii. There is no significant relationship between staff training and job satisfaction.

4. METHOD

This study adopted the survey research design. Two research questions were posed which were later transformed into two research hypotheses, formulated to guide this study. A staff motivation and job satisfaction questionnaire was constructed and used for data collection. This instrument, with twenty (20) items, was administered to one hundred and sixty one (161) junior staff drawn from a total population of three hundred (300) derived from the three campuses that make up the university, that is, Calabar campus (105),

Obubra (26) and Ogoja (30), using the stratified random sampling technique. The Pearson Product Moment correlation analysis was used to test the hypotheses, as shown in Table 1 & 2 below.

5. RESULTS

Hypothesis 1

There is no significant relationship between staff welfare and job satisfaction.

Table 1 Pearson Product Moment Correlation Analysis of the relationship between staff welfare and junior workers job satisfaction

Variables	N	\bar{x}	SD	Df	R	p-level
Staff welfare	161	9.55	2.32	159	.436	.000
Job satisfaction	161	9.84	3.07			

*Significant at .05 level, df = 159; r=.436; p-level = .000

The result of the statistical analysis shows that the staff welfare of junior workers significantly relates with workers job satisfaction in Cross River University of Technology. This is so because the correlation coefficient is 0.436, at 159 degrees of freedom at 0.000 profitability level. Hence, the null hypothesis is rejected at 0.05 level of significance.

Hypothesis 2

There is no significant relationship between staff training and job satisfaction in Cross River University of Technology.

Table 2 Pearson product moment correlation analysis of the relationship between staff training and job satisfaction

Variables	N	\bar{x}	SD	Df	R	p-level
Staff training	161	11.09	1.61	159	.154	.052
Job satisfaction	161	9.84	3.07			

*Not Significant at .05 level, df = 159; r=.154; p-level = .052

The result of the data analysis for hypothesis two shows that there is no significant relationship between staff training and junior staff job satisfaction in Cross River University of Technology. This is so because (r=0.154, df =159; p-level=0.052). Hence the null hypothesis is retained at 0.05 level of significance with 0.159 degree of freedom.

6. DISCUSSION

Hypothesis one

In its null form, this hypothesis states that "there is no significant relationship between staff welfare and job satisfaction". After the test of this hypothesis, it was rejected, it became clear that staff welfare and job satisfaction are significantly related. This implies that the welfare of staff is very central to their job satisfaction. If the welfare of staff is given, priority attention, it will lead to enhanced job satisfaction. This confirms the position of Kumar (2000:76), on the benefits of employee welfare activities. He stressed on why employee welfare should not be neglected, in particular during tough times. To him, tough times don't last, but enduring the same seems almost endless in the process. He added that, it is the responsibility of the management to ensure that employee welfare initiatives should not be put on the back burner in the name of cutting costs.

It is therefore vital to state here that the junior staffs of Cross River University of Technology see their wellbeing as a factor that should never be undermined. If they must achieve job satisfaction, then their welfare should be considered, this could include provision of basic needs, good condition of work and a stable state of mind. Employers therefore should consider the welfare of their staff seriously if they must ascertain the job satisfaction of staff.

Hypothesis two

This hypothesis states that "there is no significant relationship between staff training and job satisfaction". The result of this hypothesis showed that there is no significant relationship between staff training and job satisfaction, the null hypothesis was retained. It therefore indicates that training of staff is not in any way related to and cannot influence job satisfaction. Junior staffs in CRUTECH do not consider training as a major yardstick for job satisfaction; whether they are trained or not, they can still get satisfaction in the job they perform. This is in consonance with the study of Weiss (2006:79), who indicated that employees should

be trained for quality control and that management has to apply training in the organization alongside other motivational incentives to ensure proper job satisfaction of staff.

This further implies that though staff training may seem to be so central to job satisfaction, empirically, it does not seem to be a very strong motivator. Management that attempts to use staff training alone to achieve job satisfaction may end up failing. If training of staff must be used, it should be completed with other motivational variables.

7. CONCLUSION

The study concludes that there is a significant relationship between staff welfare and job satisfaction; there is no significant relationship between staff training and job satisfaction among the Junior Staff of Cross River University of Technology (CRUTECH).

Recommendations

- i. Management should see the need to attend to the welfare of junior staff, especially their basic needs. The basic needs of junior staff should be given priority attention by the management.
- ii. Management should take systematic training (in-service) and development programmes to build the skills of employees. Workers see training as a way of advancement in their job. However, training as an incentive should be used alongside other rewards.

REFERENCE

1. Chiang, J. (2005). The trend of leadership education – analysis from paragon. *Journal of Education Research*, 11(9), 139- 149.
2. Kumar, S. (2000). Supply chain management implementation in Tunisia: an exploratory study of the diary sector. *International journal of logistics systems and management*.4 (4), 65-80.
3. Lazear, E. (2002). Performance, pay and productivity. *American Economic Review*, 90(5) 1346- 1360
4. McNamara, C. (1997). Employee training and Development: reasons and benefits. Authenticity consulting LLC. London
5. McNamara, C. (2005). Job Satisfaction. Retrieved 14/09/2018 from <http://www.managementhelp.org/prsn_wll/job_stfy#a_nchor306642>.
6. Ndum, V. E. (2016). Elements and Theories of Public Administration and Personnel Management. Calabar. Clear Lines Publication Limited.
7. Och, L. (1980) .Teachers perception on in-service training in Lagos state. M.Sc. Thesis. Lagos State University.
8. Verma, R. (2000). Policy based networking – a management tool. Tokyo, Sams publishers.
9. Weiss, H. M. (2002). Reconstructing job satisfaction: evaluations, beliefs and affective experiences. *Human Resources Management Review* 2, 173- 194 p 174.
10. Weiss, H. M. (2006) Affective event theory A theoretical discussion of the structure, causes and consequences of affective experience at work: *Research in organizational Behaviour and Human Decision process*, 78: 1-24.